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ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 16 titles deal with a variety of topics, including the following: (1) the delivery of bad news in organizations; (2) the diffusion of judicial innovations; (3) speech action in organizational socialization; (4) differential effects of leader style and group maturity upon subordinate satisfaction, task effectiveness, and task efficiency; (5) the role of vertical communication relationships of traditionally structured, complex organizations; (6) the relationship between superior-subordinate communication and job satisfaction; (7) the emergence of quality as a rhetorical fiction; (8) the information channels used in obtaining corporate image information; (9) the relationship between organizational structure and support for employee communication skill improvement; and (10) questioning in an organization. (FL)

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Abstracts of the following dissertations are included in this collection:

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THE DELIVERY OF BAD NEWS IN ORGANIZATIONS: 'COOLING OUT THE MARK'

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COMMUNICATION BEHAVIOR OF PROFESSIONAL DISSEMINATORS OF SCIENTIFIC AGRICULTURAL KNOWLEDGE: A STUDY OF THE IOWA COOPERATIVE EXTENSION SERVICE Order No. DA8224208
ANYANWU, ALPHONSUS CHIJIOKE, Ph.D. Iowa State University, 1982.
229pp. Supervisor: Alan Kahler

The objective was to examine the communication behavior of extension professionals in terms of: (1) providing a conceptual framework to merge organizational and utilization theories, (2) examining communication process and the dissemination behavior of three extension roles by (a) describing the actual behavior, (b) comparing the similarities and differences in these behaviors for the three roles, and (c) predicting variations in behavior on the basis of structural and orientational variables which were developed from the theoretical framework.

A personal interview schedule accompanied with response prompting cards was administered to 40 respondents each of extension state and area specialists, and extension county directors.

Distribution mean scores and standard deviations were used to describe the sample. Modified Least Significant Differences Multiple Range test was used to determine statistically significant differences in mean scores among and between groups. Single and multiple regression analysis techniques were used to examine relative and strength of association between variables. Stepwise regression analysis examined the explanatory power of the independent variables on information processing and dissemination behavior.

The extension position occupied appeared to determine, in large measure, the degree of information processing and dissemination behavior. Higher role occupants, in general, tended to be more active than lower role occupants in information processing behavior. The reverse was the case for information dissemination.

Organizational orientations were poor predictors of communication behavior. Beside the role occupied, only variables relating to organizational initiation decisions (level of education, research experience, farm background) and organizational involvement (perception of sanctions from various sources, and internal and external peer interaction) gave any prediction of information processing and dissemination behavior. Other organizational concepts such as job satisfaction, consensus on goals, and conflict did not predict processing and dissemination behavior of extension personnel.

Further research using different measures of concepts was recommended.

THE DELIVERY OF BAD NEWS IN ORGANIZATIONS: 'COOLING OUT THE MARK' Order No. DA8220428
BIES, ROBERT JOHN, Ph.D. Stanford University, 1982. 109pp.

A frequent concern of people delivering bad news in organizations involves knowing what to say and its impact on the receiver's reactions. Little empirical research, however, has examined the role of social information provided by the deliverer. The present research examined the extent to which different explanations and temporal perspectives provided by the deliverer can alter a receiver's reactions (e.g., "badness" of the news, blame, unfairness) to some piece of "bad" news.

The research examined the effects of an explanation provided by the deliverer suggesting the bad news was the result of environmental forces (external) and an explanation suggesting the receiver's own actions caused the bad news (personal). In addition, a control group with no explanation (none) was included. The research also examined the effects of future and past temporal perspectives provided by the deliverer. A control group with no temporal perspective was included (none). Taken together, both independent variables created a 3 x 3 factorial design.

Two laboratory experiments were conducted to test the effects of the independent variables. Business school students (undergraduate and MBA; N = 196) were randomly assigned to one of the nine experimental conditions. In each experiment, the subject read a case and an attached letter in which the independent variables were manipulated in the delivery of bad news. Each experiment had a different case which was a conceptual replication of the other. Since no significant differences were found between the two cases, the results were pooled.

The results of this study suggest that the information provided by the deliverer can significantly alter the receiver's perception and evaluation of some piece of bad news. The delivery of an external explanation resulted in the news being evaluated more positively and less unfair, and diminished the amount of blame assigned to the deliverer, relative to a personal or no explanation, respectively. Providing a future temporal perspective resulted in the news being evaluated more positively and less unfair, relative to a past or no temporal perspective, respectively. These results are consistent with, and an extension of, the social information perspective on attitude formation.

THAT REMINDS ME OF A STORY: SPEECH ACTION IN ORGANIZATIONAL SOCIALIZATION Order No. DA8217827
BROWN, MARY HELEN, Ph.D. The University of Texas at Austin, 1982.
185pp. Supervisor: Robert W. Hopper

This dissertation brings together two fields of interest: organizational socialization and symbolic forms of discourse. More specifically, the dissertation demonstrates how the use of stories relates to the socialization of members to the organization. To accomplish this purpose, the dissertation: (1) follows the socialization path encountered by a new organizational member; (2) examines the notion of stories from a symbolic interaction perspective; (3) explores previous research about stories as they exist within organizations, especially during member socialization; (4) conducts a qualitative/quantitative analysis of organizational stories; (5) suggests points of interest contained in the aggregate set of the organization's stories; and (6) draws conclusions about the relationship of stories and socialization based on the results of these explorations. The most striking conclusion is that stories serve as a means for members to express their knowledge, understanding, and commitment to the organization. Storytelling emerges as a standard feature of members' communications fairly early in the socialization process. Also, story form changes show an increased understanding of how events impact on the organization. Story subject matter reveals the task uncertainty that accompanies certain events and the means through which activities are coordinated to handle that uncertainty. Story functions provide a way through which the member can display a commitment to the organization by emphasizing system maintenance through story-use. Thus, as members move through the socialization process, story use changes, especially in form and function, to become more closely associated with organizational values and cultures. Events related take on the context of overall organizational operations. These stories serve to integrate the activities of the organization by presenting specific or generalized events as a part of organizational life.

DIFFERENTIAL EFFECTS OF LEADER STYLE AND GROUP MATURITY UPON SUBORDINATE SATISFACTION, TASK EFFECTIVENESS, AND TASK EFFICIENCY

Order No. DA8225495
BROWN, SUSAN HOLMES, Ph.D. The University of Oklahoma, 1982.
166pp. Chair: Dr. Wayland Cummings

This study tested the effects that four different leadership styles had upon groups' satisfaction, effectiveness, and efficiency. Fifty-six groups consisting of four to seven members each completed a subarctic survival simulation and reached a consensus decision. Half of the groups were mature and the other half were immature. Half of the groups were led in the task by a leader whose style was appropriate to their maturity level, while the other half were led by an inappropriate leadership style. Hypotheses posited that groups who were matched with a leadership style which was appropriate to their maturity level would demonstrate higher levels of satisfaction, effectiveness, and efficiency. The results indicated that groups who were correctly matched with an appropriate style were significantly more satisfied than groups who were incorrectly matched. Inconsistent results were found for effectiveness and efficiency. The results also indicated that mature groups out-performed immature groups even when both groups were correctly matched with an appropriate leadership style. The results of this study have both practical and theoretical implications for leadership. These implications and suggestions for future research are discussed.

A NETWORK ANALYSIS OF THE DIFFUSION OF JUDICIAL INNOVATIONS Order No. DA8217828

BROWNLEE, DON ROBERT, Ph.D. *The University of Texas at Austin*, 1982. 83pp. Supervisor: Jack Whitehead

The diffusion of ideas among members of a social system is effected by the communication structure of that system. This dissertation identifies specific characteristics of communication structure and tests their impact on the rate of diffusion of an innovation. The system chosen for this research is composed of the supreme courts of the 48 contiguous American states. The communication structure of this system is generated by mapping a random sample of the citations among these courts during the period from 1935 to 1977. Six hypotheses were constructed to test the effect of system integration, interaction, and homophily on the rate of diffusion of blood alcohol tests, a judicial innovation.

Support was found for the hypotheses that posited a negative relationship between interaction and the time required for adoption of the innovation. Likewise, the hypotheses that suggested a positive relationship between integration and adoption time were supported

by the analysis. No support was provided for the Hypothesis that projected a negative relationship between homophily and the speed of adoption.

LEADERSHIP: A CASE STUDY, PHENOMENOLOGY, AND SOCIAL COGNITIVE CORRELATES Order No. DA8218488

HUSBAND, ROBERT LEE, Ph.D. *University of Illinois at Urbana-Champaign*, 1982. 335pp.

This research reports a primarily descriptive study of leadership behavior as it is enacted in an organizational setting. The main purpose was to develop a grounded typology of leadership styles using triangulated methodology. Further, the conception leaders maintain about their leadership roles and the impact such conceptions have upon actual leader behavior was investigated. A final issue examined was the relationship between individuals' social cognitive development and their leadership behavior.

Four major styles of leader behavior were identified: the positional leader, the political leader, the administrative leader, and the relational leader. Leaders were distinguished in their behavior by a preference for task oriented versus person oriented behaviors, the use of direct control versus extended participation, and power versus influence as a source of authority. The most salient characteristic of leaders' behavior found to be related to leadership effectiveness was behavioral flexibility.

How leaders defined the leadership situation and the values they identified as undergirding leadership were discovered to be directly related to the behavior they exhibit as leaders. Moreover, individuals who evidenced disparity between their leadership phenomenology and their behavior were found to be perceived as less effective leaders.

The final significant finding in this study was that leaders who demonstrated more complex social cognitive development were found to be more flexible in their behavior, more interpersonally sensitive in their communication, and consistently doing more of what it takes to get the job done. Overall, the cognitively complex or differentiating leader was perceived to function more flexibly and thereby more effectively within the organization.

THE ROLE OF VERTICAL COMMUNICATION RELATIONSHIPS IN TRADITIONALLY STRUCTURED, COMPLEX ORGANIZATIONS Order No. DA8204084

LESNIAK, RICHARD HENRY, Ph.D. *State University of New York at Buffalo*, 1981. 340pp.

Communication is a necessary function for effective organization and is thought by some to be the necessary component in the process of organizing. From early theorists onward to the present, much attention has been dedicated to the relationships which exist between workers and managers and the affect that varying relations may have upon end-result indicators such as job satisfaction, task efficiency, overall effectiveness and others. It has been recognized that the relationship between supervisor and subordinate is a special one which can influence those indicators. The importance of the vertical relationship is compounded with the realization that much socialization, motivation and edification may develop in a vertical manner.

Past research has taken two general perspectives for understanding the superior-subordinate dyad. One perspective, ALS, assumes that unit members and supervisors tend to act in a uniform manner in reaction and/or stimulation of the other. VDL, the second general perspective, views each vertical relationship as separate, where individuals react in a differing manner depending on factors such as individual differences in rearing, training, personality and a host of other factors.

The purpose of this study was to examine how differences in the communication relationships among supervisors and subordinates relate to other attributes of the communication system within the organization. The major focus of the study was an attempt to provide answers to whether vertical communicative relationships reflect one theoretical perspective. A second focus was to provide answers concerning other relationships which are important in the same manner as vertical dyads. To these ends, sixteen hypotheses were devised which would provide evidence as to whether communicative relationships between superiors and subordinates were ALS or VDL in nature and what other attributes of the communication system varied systematically with relationship distance.

The study was conducted as subsequent research performed upon data collected as part of an I.C.A. Communication Audit of a large midwestern university. Two of the audit's instruments were selected to represent the concepts manipulated in the hypotheses and selected items from each tool were used to operationalize the variables which compose the constructs.

The study consisted of statistical analyses of the variables indicated by each research question and hypothesis. Two modes of analysis were conducted. The more conventional mode consisted of univariate and multivariate regression of the relationship distance measure upon the dependent measures. The other mode of analysis used within- and between-analyses of correlations based upon the within-group tendencies and between-unit differences.

The statistical findings suggest that a close vertical communication relationship can be very beneficial to a unit member. This statement was based upon evidence supporting the advantages proposed for close communicative relationships especially when reporting job progress.

The nature of the benefits received from a close vertical relationship indicate that organization members with a close vertical exchange relationship can expect to be better informed, more involved with decisions dealing with policy and managerial problems, more satisfied with organizational outcomes, and most probably will enjoy better relations with most, if not all, organization members.

Those unit members unfortunate enough to have more distant communicative relationships with their superiors can expect to be less well informed, less involved, and receive information of "lesser" quality. In addition, these "hired hands" will probably complain more often and ask for clarification of confusing work instructions.

The practical results seem to suggest that the exchange process is building a feeling of commitment for the employee, and, together with the statistical results, seem to confirm a "distance-direction" model of information reception, adequacy and job satisfaction. . . . (Author's abstract exceeds stipulated maximum length. Discontinued here with permission of school.) UMI

A STUDY OF COMMUNICATION PROBLEMS OF IMMIGRANT PROFESSIONALS IN AMERICAN ORGANIZATIONS

Order No. DA8218768

LI, SHWU KWEI, Ph.D. University of Kansas, 1981. 214pp.

Statement of the Problem. Intercultural Communication in a foreign context provides a personal challenge. Those who have intercultural or international experiences understand the barriers provided by language and cultural obstacles. The current study investigated some immigrant professionals' personal communication problems while they were employed in American organizations. The basic purpose was to study the major communication problems of immigrant professionals employed in American organizations, in terms of their language, culture, attitudes, and organizational communication behaviors.

Procedure. A combination of two sets of questionnaires and another two types of structured interviews were used to collect the research data. Responses were obtained from 130 immigrant professionals who answered the Immigrant Professionals' Communication Behaviors Questionnaire, and 124 American nationals who completed the Native Americans' Reflection Questionnaire. Forty subjects participated in later hour long each structured interviews. Of them, there were twenty immigrants and another twenty Americans who had working relationships with immigrant professionals. The data were collected from four American organizations, and they all locate in the state of California. The organizations were (1) Hughes Microelectronics Division in Newport Beach, (2) Rockwell International in Anaheim, (3) Hughes Ground System Group in Fullerton, and (4) Pacific Hospital in Long Beach.

The questionnaire items were followed by seven-point scales. The calculations of means, standard deviations, variance, and F tests were performed for the questionnaire items. The interview data were subjected to content analysis.

Findings. Immigrant professionals in general felt somewhat satisfied with their organizational communication behaviors in American organizations. Immigrant subjects felt more desirous to discuss with superiors their job-related problems than trusted decisions made by them. When they had a choice, immigrants expressed the most desire to interact with peers, second with subordinates, and then, with superiors. However, they received the most accurate information from superiors, second by peers, with subordinates provided them the least accurate information.

When immigrant professionals interacted with American nationals, the most serious encounter problem which immigrants perceived was a relatively lack of respect demonstrated by Americans. Immigrants believed they showed respect to Americans. On the other hand, immigrants believed Americans were friendlier toward them than they treated Americans. . . . (Author's abstract exceeds stipulated maximum length. Discontinued here with permission of school.) UMI

A STUDY OF THE RELATIONSHIP BETWEEN SUPERIOR-SUBORDINATE COMMUNICATION AND JOB SATISFACTION

Order No. DA8226142

PLUNKETT, ELIZABETH ANN, Ph.D. Georgia State University - College of Education, 1982. 106pp.

Purpose. The purpose of this study was to investigate the relationship between superior-subordinate communication and job satisfaction.

Methods and Procedures. The relationship of superior-subordinate communication and job satisfaction was investigated by administering the Communications Behavior Survey and the Job Perception Scales to 103 subjects. These subjects were selected employees, holding comparable positions at comparable hierarchical levels with three large savings and loan associations in a major southeastern city. By completing the Communications Behavior Survey, the subjects self-evaluated the communications behavior (categorized as direction, information evaluation, rationale, and expression) which takes place between their immediate supervisor and themselves.

The relationship between the composite index of communication and overall job satisfaction was examined using a zero-order correlation. Six stepwise multiple regression analyses were applied to examine each aspect of job satisfaction in relation to the five components of job satisfaction.

Results. The results of this study indicated that "overall job satisfaction" and "supervisor" are the variables of job satisfaction that are most influenced by the various dimensions of superior-subordinate communication. Work, however, appeared to be the least influenced by supervisor communications. Expression was the dimension of communication that was highly related to job satisfaction in almost all cases. Information is also strongly related.

Conclusions. Analyses of the data indicated the importance of openness and consideration of the human aspects of the superior-subordinate relationship to job satisfaction.

THE EMERGENCE OF QUALITY AS A RHETORICAL FICTION: A CASE STUDY OF TECHNICAL DISCOURSE AND ORGANIZATIONAL INNOVATION

POTAFENKO, VERA, Ph.D. University of Southern California, 1982.

Chairperson: Professor Walter R. Fisher

This case study focuses on conflict resolution within a corporate setting. It analyzes stages and strategies of discourse designed to resolve problems posed by an external exigence, governmental regulations affecting the daily conduct of work in the organization. Reconstruction of this three-year episode, 1978-1980, is informed by the concept of rhetorical situation. Examination of the stages and discourse that constitute the episode is grounded in constructs from speech act theory and rhetorical theory: status and function, directives and commands, rhetorical acts and activities, and rhetorical fiction. Taken together, these ideas provide a model for the investigation of internal communication in large organizations.

Three stages of conflict resolution are noted, each with its own distinctive mode of address. Stage one is marked by management seeking compliance through directives and commands and lower echelons resisting with discourse affirming their status and integrity. Stage two is characterized by functional communications, suggestions of cooperative tasks that could be performed without denigration of each unit's autonomy, indeed with an elevation of status by virtue of participation in the decision-making. Stage three, the period of resolution, is recognized by the emergence of the rhetorical fiction of quality, a symbolic construct transforming the external exigence into an internally-created emblem that leads to conformity, to an ennobling identity for the employees and the company, and a useful image in the corporation's relationship with external audiences.

Further investigation of organizational communication should test the conclusions reached in this research regarding (1) the stages and the modes of address in corporate-wide conflict resolution situations, (2) the utility of the constructs taken from speech act theory and rhetorical theory, and (3) the dynamics involved in the generation and working of rhetorical fictions.

COMMUNICATING IN ORGANIZATIONS: THE INFLUENCE OF CONTEXT, JOB, TASK, AND CHANNEL

RUCHINSKAS, JOHN EDWARD, Ph.D. University of Southern California, 1982. Chairman: Professor Richard Byrne

Problem. This study examined time spent in communication activities by managers in varying job types and levels, and developed a preliminary predictive model to explain use of organizational communication channels.

Method. Measures of how managers spent their work day, including time spent in face-to-face, telephonic, and written communication, were gathered via questionnaire from 795 management employees in 10 operating companies of a major United States corporation. Differences in communication patterns among job types and levels were tested via one-way analyses of variance and post hoc examination of mean differences. Multiple regression analyses assessed the influence of contextual, task, and channel factors on use of each communication mode.

Results. Managers spent more than 75% of the work day communicating. Over 40% of the day was spent in oral communication, primarily face-to-face exchange. Reading or producing written materials occupied 36% of managers' time.

Job types varied significantly on all communication behaviors. Operations personnel relied heavily on oral channels, differentiating them both from scientists/engineers (less time spent communicating and heavy users of written channels), and corporate services/financial employees (heaviest communicators and slight preference for oral channels). Level differences were less pronounced. Use of face-to-face communication and time spent communicating generally increased with increasing level, while relative written channel use decreased.

The independent measures significantly predicted time spent using each mode. Each class of influence contributed to the three equations, confirming expectations that communication patterns are

jointly produced by several types of influence. As expected, task characteristics (location of work contacts and activity performed) were the strongest predictors of use for each mode. Contextual factors, particularly role characteristics, were stronger predictors than expected. Channel characteristics accounted for only a small portion of unique explained variance.

Discussion. The results' practical and theoretic implications, limitations, and needed future research were discussed. The descriptive results suggest job type as a powerful influence, and point to the need to target new systems to specific organizational groups. The predictive results point to a systemic, multivariate approach to organizational communication, while indicating that stereotypes about what people will or will not do via mediated communication may be inaccurate.

A DESCRIPTIVE STUDY OF THE INFORMATION CHANNELS UTILIZED IN OBTAINING CORPORATE IMAGE INFORMATION

Order # J. DA8213109

SABAN, KENNETH ALBERT, Ph.D. *University of Pittsburgh*, 1981. 254pp.

For the purposes of analyzing what information channels are used most frequently by various corporate audiences in developing or maintaining a corporate image and determining which channel variable(s) appear most instrumental in channel selection, an in-depth field survey questionnaire was developed and administered to six different corporate audiences (academic, blue collar, business, consumer, government, professional) totalling 240 subjects. The channels evaluated were those that yielded information on the ten major oil corporations.

Once the data was collected, it was analyzed with respect to the six central research questions which addressed: *channel usage*; *channel rationale*; image influence on channel behavior; the influence of *information search behavior* on channel selection; *multiple active channel selections*; and perceptions of available information channels.

The results of these analyses were: first, the major channel category selected and used most often was mass media news, followed by interpersonal and corporate sponsored channels; second, the primary *channel rationale* was availability of source, followed by credibility of source, content of information, usefulness of source, prestige of source, and other miscellaneous rationales; third, subjects maintaining negative imagery relied more on interpersonal and mass media news channels whereas subjects maintaining positive imagery relied more on corporate sponsored channels; fourth, *information search behavior* was not found to influence channel selection because the majority of subjects were "accidental" information receivers; fifth, of the 50 "active" information seekers, 38 utilized *Multiple active channel selection* with mass media news channels being the primary sources used multiply; sixth, on a perceived channel selection basis, news sources were selected most often followed by technical, corporate news, financial, government, interpersonal, non-news, and direct experience channels.

The results suggest that corporate advertising practitioners can become more proficient in developing corporate image campaigns, if they: accept the fact that most subjects are passive information receivers; alter their views on the communicator/audience relationship; amplify their considerations of the channel variables that influence channel selection; and expand their channel selections to include both mass media news and interpersonal types of channels.

A SURVEY OF FLORIDA TELEVISION STATIONS: MANAGEMENT ATTITUDES TOWARD, PARTICIPATION IN, AND SUGGESTIONS FOR THE IMPROVEMENT OF BROADCAST EDUCATION PROGRAMS

Order No. DA8225309

SPIRES, ROBERT WALLACE, Ph.D. *The Florida State University*, 1982. 124pp. Major Professor: Theodore Clevenger, Jr.

A study of the relationship between television management personnel and broadcast education programs in Florida.

Specifically, the study was directed toward four hypotheses concerning attitudes toward broadcast education as they varied by market size, education level, and experience level of the managers, and toward the most commonly open positions in Florida television stations.

Data were collected through personal interviews with 78 television management personnel representing every station in Florida excepting one small market station.

The results indicated that small market managers held the most favorable attitudes, that managers with the higher education levels held the most favorable attitudes, that managers with lowest experience levels held the most favorable attitude, and that the most commonly open position among Florida stations was that of Studio Crew/Camera Operator, followed by Sales Account Executive.

The study concluded that a "communication gap" existed between industry professionals and broadcast education, and that much of the response to the study was tempered by this. Managers were willing to participate to a greater degree, but indicated that their assistance should be solicited by broadcast educators. Most of the suggestions made by the managers concerned improvements to the curriculum, although several commented on faculty and graduate ideas. The study also suggested that these two parties, industry professionals and educators, should attempt to work together to begin a program of stressing professionalism in broadcast education.

THE RELATIONSHIP BETWEEN ORGANIZATIONAL STRUCTURE AND SUPPORT FOR EMPLOYEE COMMUNICATION SKILL IMPROVEMENT

Order No. DA8225419

SUPNICK, ROBERTA MARIE, Ed.D. *Western Michigan University*, 1982. 110pp.

In order to examine the relationship, if any, between an organization's structure and the propensity of that organization to support communication training for its employees, 16 small manufacturing firms located in southwestern Michigan were selected for study. Firms were determined to exhibit organic, mechanistic or mixed structures based on managers' perceptions of centralization, formalization, impersonalization and task specialization within the company. Each firm was also judged to exist in either an uncertain or stable environment. Support for communication training in each company was assessed from personnel directors' responses to questions concerning programs offered, employees involved, frequency of offerings and percentage of training budget devoted to communication skill improvement.

A significant correlation in the expected direction was obtained between the variables "structure" and "support of training." Organic firms, characterized by decentralized decision making processes, informal communication rules and procedures, high regard for individuals and low task specialization, tended to strongly support communication training for employees. Multiple regression analysis indicated that "structure" was a significant predictor of "support for training" at the .01 level. Environment was not a factor in predicting company support for training nor was it shown to be associated with structural type. Because organic structures tended to show strong support for programs which upgrade employee communication skills, the investigator concluded that the perceived importance of communication training was more evident in organic firms than in mechanistic firms.

**THE ROLE/FUNCTIONS OF ORGANIZATIONAL
COMMUNICATION IN THE AREA OF CORPORATE SOCIAL
BEHAVIOR** Order No. DA8214247

TAIAMI, VINCENT PATRICK, Ph.D. *State University of New York at
Buffalo*, 1982. 146pp.

The purpose of the present study was to research interorganizational behavior and communication in general, and specifically to provide answers to the following research questions: (1) How do organizations come to identify the social role/behavior expected? (2) What factor or factors serve to influence the social behavior of organizations with reference to corporate contributions and environmental activities? And (3) What is the role and functions of organizational communication in this process?

Utilizing a naturalistic and inductive methodology, the researcher interviewed officers of fourteen *Fortune 1000* corporations and their respective publics (e.g., community, environmental, media and government publics).

As a result of these interviews, findings were integrated and a conceptual model for viewing the social behavior of organizations was formulated.

The model suggests that: (1) organizations, as with individuals are subjected to a socialization process, and it is through this process that organizations come to identify the social behavior expected of them; (2) with reference to corporate contributions, it is conceptualized that the greater the perceived interface/overlap between the goals and objectives of the requesting entity and the goals and objectives of the focal organization, the greater the probability of corporate support; (3) it is further suggested that the driving force behind corporate environmental activity is legislation-regulation. Lastly, it is conceptualized that the role and functions of organizational communication are: (1) to establish a system/network of interpersonal relationships; (2) to identify, shape, and monitor attitudes, demands, perceptions and expectations, and (3) to disseminate relevant information and data within the focal organization.

A DYNAMIC VIEW OF QUESTIONING IN AN ORGANIZATION
Order No. DA8218284

WEIS, ROBERT JOSEPH, Ph.D. *University of Washington*, 1982. 122pp.
Chairperson: Professor Keith R. Stamm

This study explored the relationship of a person's information needs to his/her ties to a type of community, an organization. Information needs were viewed in terms of various ways of questioning--"questioning tactics." Ties to the organization were seen as transitional stages of the cycle, "settling into a community." Four stages were included in the cycle model: drifting, settling, settled and relocating.

An intersecting condition, situation, was introduced in order to pursue the relationship between the tactics and the stages. The study conceptualized three types of situations: past, current and hypothetical.

The working hypotheses were formulated: (1) there would be situational differences in the use of questioning tactics, and (2) there would be stage differences in the use of tactics.

The concept of organization was operationalized as church parishes, and the fieldwork consisted of a stratified, purposive survey conducted at parish coffee hours. A total of 209 respondents filled out the survey instrument in August and September 1981 in the Seattle-Tacoma area. The questionnaire included checklists for indicating tactical usage in each of the three types of situations studied.

Differences in the use of questioning tactics were examined in terms of patterns in the reported incidence of 13 questioning tactics. Both hypotheses were supported.

The study also identified two new questioning tactics, and raised a variety of questions pertaining to further investigations which could expand the programmatic research of which this study was an extension. Moreover, the study underscored the usefulness of Carter's "discontinuity theory" of communication, which provided the foundation of the research program and the point of departure for this study.